

B. H. M.

6 February 1978

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MEMORANDUM FOR: Director of Central Intelligence
FROM : [REDACTED]
Chairman, Administration Management
Advisory Group (ADMAG)
SUBJECT : ADMAG Discussion Points for the DCI

1. Action Requested: None FYI only background notes for your meeting with ADMAG 15 February 1978.

2. Background: In response to your request for a meeting with ADMAG we have selected the following questions/topics for your consideration.

A. Employee Perceptions Regarding Communications

(1) Are meetings with groups such as the MAGS maximizing the Director's use of his time in communicating with and learning about the Agency and its problems?

ADMAG is of the opinion that more time spent with senior managers would result in improved communications and reaffirm the chain of command concept. While ADMAG appreciates the opportunity to meet with you we think that such meetings should be limited to specific issues.

(2) Communications within the DDA have been improved by means of the quarterly publication "DDA Exchange". Should there be an Agency publication similar in concept to improve communications on a broader basis?

(3) ADMAG feels that the notes from the Director are very worthwhile and should be continued. Consideration should be given to expansion of the notes to provide for more comments of an informative nature regarding intelligence issues that are reflected in the news media.

(4)(5) Please provide additional items appropriate to a discussion of communications.

B. Please provide a major item for discussion

C. General Discussion We would appreciate your views and insights on the following questions of interest to ADMAG:

- (1) What is the role of the new DDCI?
- (2) How is the Executive Advisory Group (EAG) to fit into the management of the Agency?
- (3) How does the DCI see the role of Support to the new structure of the Intelligence Community?
- (4) Will more senior Agency personnel be assigned to the Resources Management Staff?

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SUMMARY OF ADVISORY GROUP'S RECOMMENDATIONS TO THE DIRECTOR

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1. Require mandatory polygraph examinations every 5 years for all cleared for "Secret/Top Secret" and/or "Compartmented Information," including Congressional Staffers; FBI, State, Justice, etc., employees; White House Staff; and contractors.
2. Create a National Intelligence Operations Center.
3. [REDACTED] *
4. Require supervisors to attend courses on writing performance evaluations; revise fitness report system.
5. D/Personnel should, through PMCD, reclassify positions at the time they are reviewed, and an appeals channel should be developed for any disagreements.
6. Intelligence collection responsibilities of Community components should be redefined.
7. Reaffirm right of U.S. citizens to participate in the intelligence mission without fear of reprisal or exposure.
8. Centralize assignment process in DDO.
9. Create a career track enabling advancement without assumption of managerial responsibilities.**
10. Restore credibility of IG as independent grievance system.
11. Delegate decisionmaking authority down chain of command.
12. Create a secretarial career service for GS-06s and above.
13. Increase slots for upward mobility programs.
14. Organize 1-day training course geared to new secretarial/clerical personnel.
15. Upgrade DDO Operational Support Assistant slots.
16. Create an Agency-wide Secretarial/Clerical MAG.
17. Distribute vacancy notices more widely.
18. Establish a Day Care Center.
19. Review selection-out process to determine whether existing standards meet current and projected needs.

Each "" indicates item suggested by another group.

20. Improve career management in the Agency.
21. Ensure that managers use the Executive Development Roster in making selections for key assignments.
22. The EAG should publish its findings on problem personnel issues identified in the Agency-wide personnel survey.
23. Study the feasibility of a centralized career system.
24. Appoint a task force to review and make recommendations on the various career problems of secretaries.
25. Hire a full-time certified interpreter to assist deaf employees in interviews, training courses, etc.
26. Designate an area for handicapped employees to report to during fire drills and emergencies and assign someone to be responsible for their welfare; install flashing lights in hallways, restrooms, etc., to serve as fire alarms for deaf employees.
27. Convert a van for transporting the handicapped to other Agency buildings and training facilities.
28. Review OMS guidelines and requirements relevant to the handicapped to ensure that outmoded requirements have been deleted.
29. Concern expressed regarding new "policy of openness."
30. Share views and insights on reorganization plans.
31. To enhance employees' understanding of the DCI, he should: clarify his interpretation of the roles of the DCI and DDCI; continue and expand the "Notes from the Director"; have more personal contact with employees; and explain the role of his immediate staff.
32. Assume a forward-looking, self-initiated posture in public affairs.
33. Improve employee relations and attitudes by: tasking the DDA to implement a program of interdirectorate rotations and transfers; convene a task force of Agency and other Government representatives to review the CIA management system; and review the utility of various panels and staffs.
34. Objectively and uniformly evaluate and exert control over each phase of the intelligence cycle within each component of the Intelligence Community.
35. Take measures to enhance the professional status of clericals: include clericals in existing personnel management mechanisms; consider restructuring and redesignation of positions; eliminate basing clerical grades on those of their supervisors; and increase training possibilities.

36. Integrate EEO activities into the normal Agency personnel management system.
37. Disestablish Agency policy on MBO, leaving MBO available as an option for components to use on an individual basis.
38. Improve communication between employees and you and your staff by: informing employees about programs and changes before they are announced in the press; expand "Notes from the Director" and provide copy to each employee; strengthen the role of the DDCI to clarify and express your aims to employees in your absence; continue to use MAGs as communication vehicles.
39. Provide feedback on briefings prepared for you and on how they are received; take substantive specialists with you to briefings.
40. Coordinate changes and late additions to the PDB with a representative from the appropriate office; fully coordinate all DDO contributions to current intelligence products.
41. Solicit the cooperation of other departments and agencies in providing Agency analysts with access to their data; seek feedback on our products.
42. Encourage more intelligence analysis and production by CIA without coordination with other agencies; reduce the number of interagency intelligence products; use the NID system to produce a community product only when a coordinated view is absolutely necessary; prohibit parallel text containing dissenting assessments after approval of the final draft of an interagency paper.

18 July 1978

SUBJECT: DDA/MAG Meeting of 17 July 1978

1. What can be done to rejuvenate the DDA/MAG?

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- a. Meetings will be held monthly.
- b. Minutes will be prepared on each meeting which note attendance.
- c. [REDACTED] will be given the agenda for each meeting and will be asked to attend selectively.
- d. The DDA/MAG will plan to meet with the DDA every 3 months.
- e. Meetings will be established on a regular basis on the 3rd monday of each month - in 7D32 at 3:00 PM.
- f. The DDA/MAG will expect ~~use~~ support from the DDA and ADDA in providing us with issues for reaction and providing us with feedback on items submitted.
- g. An article will be submitted for inclusion in the DCI Newsletter indicating the time and place of regular DDA/MAG meetings, membership, and requesting input and attendance.
- h. [REDACTED] will review the critiques of the Trends and Highlights course.
 - This seems to be a more productive course of action than auditing it.
- i. The DDA/MAG will look into the other DDA training courses:
 - Standardizing orientations.
 - Directorate orientation.
 - Etc.
- j. DDA/MAG members will make an effort to attend their Office MAG meetings.
- k. The DDA/MAG would appreciate some senior management briefings.
 - We would like the IG to brief us first on the effectiveness of the Grievance system.
- l. There is some interest in attending the 08:30 morning meetings. How = ?
- m. The DDA/MAG sees some merit in reviewing DDA Notices before publication.
 - However, they would be best reviewed while they are in the formative or issue stage.
- n. The DDA/MAG has no interest in attending the DDA MBO meetings.
- o. Could the DDA/MAG provide reaction feedback on the DCI Notes? Yes - but this should be expanded to provide reaction on all matters on topical interest.

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PENDING ACTIVITIES:

1. Next meeting will be with the DDA on 2 August 1978, at 3:00 in room 7D32 Hqs.
2. [REDACTED] will contact Insurance Branch on the possibility of including Dental Insurance in the Agency program.
3. The LOI and MBO process are issues that may warrant DDA/MAG review. Are they still viable and worthwhile programs?

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ATTENDEES AT MEETING

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Director of Central Intelligence
Meeting With Administration Management Advisory Group

7 March 1978

AGENDA

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| TOPIC I | Follow-up remarks by the DCI regarding personnel "flow-through." Reference DCI/ADMAG meeting of 27 May 1977. | (10 minutes) |
| TOPIC II | General Discussion | (20 minutes) |
| TOPIC III | Problems in Communications | (10 minutes) |
| TOPIC IV | Agency Stability | (10 minutes) |

- I. Follow-up remarks by the Director of Central Intelligence regarding personnel "flow-through." Reference the DCI/ADMAG meeting of 27 May 1977, and a subsequent memorandum from ADMAG to the DCI, dated 2 June 1977, subject, ADMAG Suggestions for the DCI.
- II. General Discussion. ADMAG would appreciate your views and insights on the following questions:
 - What do you perceive as the role of the new DDCI?
 - What role will the Executive Advisory Group (EAG) have in the future management of the Agency?
 - Do you anticipate further reorganization and additional personnel reductions in the Agency?
 - Regarding the current optional retirement exercise (discontinued service), is it possible to establish a uniform policy that would be standard throughout all Agency components?
 - How do you see the existing structure of the DDA supporting the new reorganization of the Intelligence Community Staff, with reference to budgeting, space, communications and data processing?
 - What progress has been made to implement inter and intra directorate rotations in the Agency?
- III. ADMAG members are of the opinion that there is a lack of adequate communications on items which impact on Agency personnel. This became apparent during recent events such as the reorganization and Congressional investigations.
 - A. Areas of Concern
 - Recent articles in Time and Newsweek, if factual, have provided more information to many employees than Agency publications and communications channels. Much of this information is not communicated to many employees.
 - Greater effort should be made to brief employees regarding Agency structure, mission and accomplishments. A failure to do so may result in employees having erroneous perceptions obtained from overt publications, media presentations and books by disgruntled former employees.

B. Solutions and Recommendations

- Consideration should be given to an Agency-wide publication similar in concept to the DDA Exchange magazine. Additionally, senior-level managers should have more personal contact with employees.
- Recommend that the CIA Guest Speaker Program be expanded to include presentations by Agency components, as well as Agency speakers having specialized knowledge in specific areas.

IV. There is concern among ADMAG members that a state of uncertainty exists in the Agency due to new managers, reorganization and the concept of openness/publicity.

A. Areas of Concern

- Employee morale is suffering due to internal instability.
- A lack of job concentration among employees prevents the proper attention and effort given to the production of quality intelligence.
- A lack of decision at all levels, as perceived by employees, prompts a feeling of uncertain direction.

B. Solutions and Recommendations

- Move swiftly to complete all personnel and reorganizational changes, thereby promoting continuity and stability.
- "Draw the curtain" on the publicity that the Agency is getting; e.g., Time and Newsweek articles.